

TRAINING AND DEVELOPMENT, TURNOVER INTENTION AND JOB
PERFORMANCE OF ACADEMIC STAFF IN PUBLIC
UNIVERSITIES OF PAKISTAN

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To my late father Shah Sultan khan, beloved mother and family who always supported, helped and stood by me.



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ABSTRACT

Employee turnover is a critical issue for organizations especially in academic sector. It undermines the efficiency and productivity of the organization. There is a need of looking at factors that affect this behavior of the workforce. Therefore, this study focuses on the relationship between training and development and turnover intention and job performance in academic settings. This study also identifies whether organizational commitment mediates the relationship between training and development and turnover intention and job performance. In order to have empirical evidences about these relationships, data were collected from academic staff employed at public sector universities in Pakistan using self-administered questionnaire. The collected data were analyzed using both descriptive and inferential statistics. Confirmatory factor analysis using structural equation modeling (SEM) was performed to measure the relationship between variables and to test the hypotheses related to the study. The results of the study reveal that training and development has a direct positive effect on organizational commitment and job performance and negative effect on turnover intention. The findings of the study also reveal that organizational commitment mediates the relationship between training and development and turnover intention and job performance. This study contributes to the body of knowledge by investigating the relationship between training and development and workplace attitudes incorporating four constructs of training and development, organizational commitment, turnover intention and job performance using one comprehensive research framework. This study also gives an insight to the policy makers in higher education sector about the availability of training and development opportunities which affect the performance of academic staff and in turn affect the effectiveness of universities as well. Future research should consider examining effects of training and development and its dimensions on different behavioral outcomes for which theoretical foundation is also available. Furthermore, in order to cross validate the model of the current study, it is recommended that this research should be carried out in different other settings.

ABSTRAK

Pertukaran pekerja yang silih berganti adalah satu isu yang serius untuk kebanyakan organisasi terutamanya dalam sektor akademik. Isu ini melemahkan efisiensi dan produktiviti sesebuah organisasi. Rentetan itu, pemerhatian yang lebih jelas perlu dilakukan terhadap faktor-faktor yang mempengaruhi kelakuan tenaga kerja ini. Lantaran itu, kajian ini menumpukan hubungan diantara latihan dan pembangunan dengan niat pertukaran dan prestasi pekerjaan dalam bidang akademik. Tambahan lagi, kajian ini juga menentukan sama ada komitmen sesebuah organisasi bertindak sebagai pengantara di antara hubungan antara latihan, pembangunan, niat pertukaran dan prestasi pekerjaan. Data dikumpul daripada tenaga pengajar yang berkhidmat di sektor universiti awam di Pakistan melalui kaedah tinjauan yang menggunakan soal selidik yang diisi oleh responden (*Self-administered*). Dapatan kajian dianalisis dengan menggunakan statistik deskriptif dan statistik inferensi. Analisis faktor pengesahan menggunakan model persamaan berstruktur (*SEM*) dilakukan untuk mengukur hubungan antara pembolehubah dan untuk menguji hipotesis yang berkaitan dengan kesan utama dan kesan pengantara. Keputusan daripada kajian menunjukkan bahawa latihan dan pembangunan mempunyai kesan positif secara langsung terhadap komitmen organisasi dan prestasi pekerjaan serta kesan negatif terhadap niat pertukaran. Hasil daripada kajian juga menunjukkan bahawa komitmen organisasi juga bertindak sebagai pengantara antara hubungan latihan dan pembangunan dengan niat menggantikan pekerja dan prestasi pekerjaan. Kajian ini menyumbang kepada ilmu pengetahuan dengan mengkaji hubungan antara latihan dan pembangunan dengan tingkahlaku di tempat kerja yang menggabungkan empat ciri yang membina latihan dan pembangunan, komitmen organisasi, niat penggantian dan prestasi pekerjaan menggunakan satu rangka kajian yang komprehensif. Kajian ini juga menyediakan pendekatan kepada pembuat polisi dalam sektor pengajian tinggi mengenai kesediaan peluang latihan dan pembangunan yang memberi kesan terhadap prestasi tenaga

pengajar akademik dan dalam masa yang sama memberi kesan terhadap keberkesanan universiti. Kajian di masa hadapan perlu mengambil kira kesan latihan dan pembangunan serta dimensinya dalam hasil tingkahlaku yang berbeza dimana teorinya boleh didapati secara asas. Kajian ini juga disarankan untuk dijalankan dalam situasi yang berbeza jika ingin menggunakan teknik pengesahan bersilang terhadap model dalam kajian ini.



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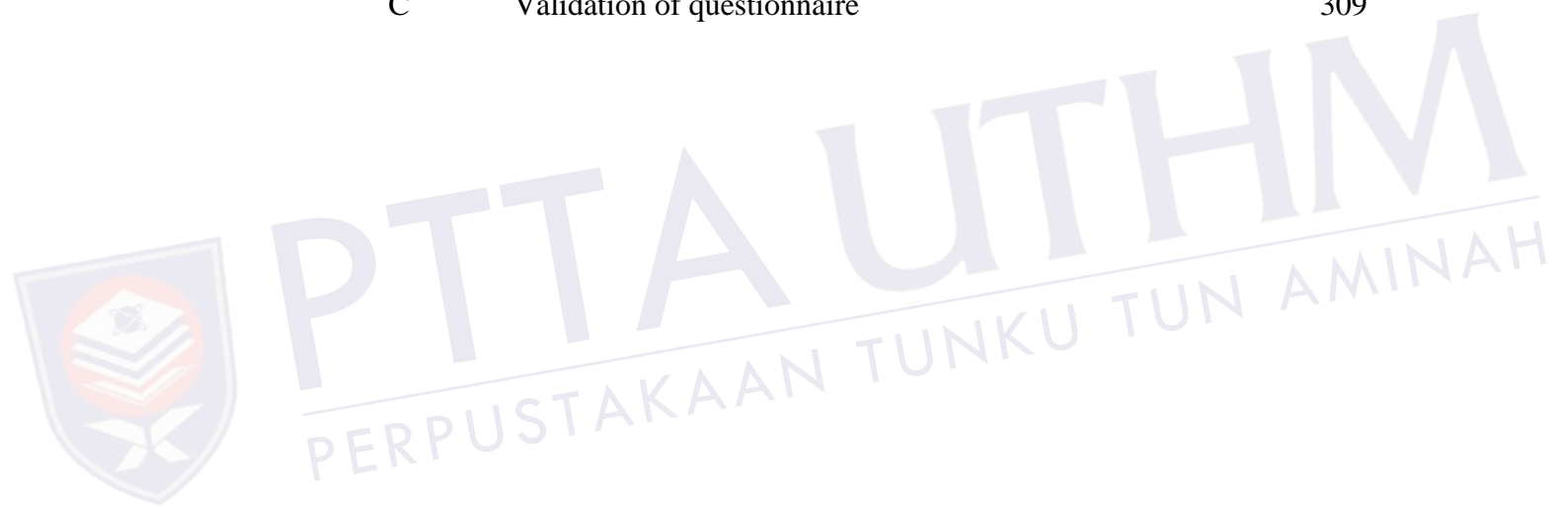
LIST OF ABBREVIATIONS

HR	-	Human Resource
HRM	-	Human Resource Management
EU	-	European Union
US	-	United States
HEC	-	Higher Education Commission
LID	-	Learning Innovation Division
HEIs	-	Higher Education Institutions
KP	-	Khyber Pakhtunkhwa
ASTD	-	American Society for Training and Development
OCB	-	Organizational Citizenship Behaviour
UOP	-	University of Peshawar
AUP	-	Agriculture University Peshawar
UET	-	University of Engineering and Technology
KMU	-	Khyber Medical University
ICP	-	Islamia College University Peshawar
IMSciences	-	Institute of Management Sciences
BKUC	-	Bacha Khan University Charsada
SRS	-	Sample Random Sampling
SPSS	-	Statistical package for social sciences
AMOS	-	Analysis of Moment Structures
ANOVA	-	Analysis of Variance
SEM	-	Structural Equation Modeling
VIF	-	Variance Inflation Factor
KMO	-	Kaiser-Meyer-Olkin
CFA	-	Confirmatory Factor Analysis

RMSEA	-	Root Mean Square Error of Approximation
GFI	-	Goodness of Fit Index
AGFI	-	Average Goodness of Fit Index
CFI	-	Comparative Fit Index
RMR	-	Root Mean Square Residual
IFI	-	Incremental Fit Index
TLI	-	Tucker Lewis Index
PCFI	-	Parsimony Comparative Fit Index
NFI	-	Normed Fit Index
NNFI	-	Non Normed Fit Index
DF	-	Degree of Freedom
PAT	-	Perceived Availability of Training
MTL	-	Motivation to Learn from Training
PBT	-	Perceived Benefits of Training
OC	-	Organizational Commitment
AC	-	Affective Organizational Commitment
CC	-	Continuance Organizational Commitment
NC	-	Normative Organizational Commitment
TI	-	Turnover Intention
JP	-	Job Performance
MI	-	Modification Index
ECVI	-	Expected Cross Validation Index
AVE	-	Average Variance Extracted
SIC	-	Squared Inter Construct Correlations

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CHAPTER 1

INTRODUCTION

1.1 Introduction

This chapter begins with the background of the study and carries a discussion on the role of training and development in organization effectiveness. The premise is that training and development plays its role in affecting organizational commitment of employees which in turn also affects the turnover intention and job performance of employees. Then, it discusses the problem statement, purpose of study, research questions, research objectives and hypotheses of the study. The chapter also talks about the significance, scope and limitations of the study. Finally, the chapter ends with operational definitions of major terms in the study and chapter summary.

1.2 Background of the study

Turnover has become an important issue across the globe in every sector (Bersin, 2013), especially in the academic sector. The problem of academic staff retention is not specific to European Union (EU) countries alone; rather it is a global one which affects both developing and industrialized countries (Ng'ethe, Iravo, & Namusonge, 2012; Yousaf, 2010). Turnover rate was 7.7 % in the academic staff in the United States (US) in the year (fall 1997-fall 1998) out of these 29 % were retirees while the rest left for other places due to various reasons (Jain, 2013). Similarly, 68% academic staffs in Australia have shown their intention of leaving higher education. Somewhat similarly problematic situation has also been experienced by academic staff in South Africa (Ng'ethe *et al.*, 2012; Onah & Anikwe, 2016; Yousaf, 2010). Some of the

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